

THE GEORGE WASHINGTON UNIVERSITY  
WASHINGTON, D.C.

MINUTES OF THE REGULAR MEETING  
OF THE FACULTY SENATE HELD ON  
OCTOBER 11, 2013 IN THE STATE ROOM

Present: President Knapp, Provost Lerman, Registrar Amundson, and Parliamentary Charnovitz; Deans Eskandarian, Feuer, Goldman, and Vinson; Professors Acquaviva, Brand, Brazinsky, Castleberry, Costello, Fairfax, Galston, Garris, Harrington, Hawley, Helgert, Katz, Lantz, Lindahl, Marotta-Walters, McDonnell, Miller, Parsons, Price, Rehman, Sidawy, Prasad, Swaine, Williams, and Yezer

Absent: Deans Akman, Brown, Dolling, Johnson, Interim Deans Kaye and Maggs; Professors Cordes, Downes, Dickinson, Jacobson, McAleavey, Newcomer, Pulcini, Roddis, Shesser, Simon, Stott, Swiercz, and Weiner

CALL TO ORDER

The meeting was called to order at 2: 15 p.m.

IN MEMORIAM

Professor Lindahl read the tribute to Frederick C. Kurtz, Professor Emeritus of Accountancy. The tribute is included with these minutes.

APPROVAL OF THE MINUTES

The minutes of the meeting held on September 13, 2013 were approved as distributed.

RESOLUTION 13/2 "A RESOLUTION TO AMEND THE POLICY ON CONFLICTS OF INTEREST AND COMMITMENT FOR FACULTY AND INVESTIGATORS "

On behalf of the Committee on Professional Ethics and Academic Freedom (PEAF), Professor Charles A. Garris, Jr., Chair, introduced Resolution 13/2. He noted that the Faculty Senate approved a Policy on Conflicts of Interest 8 years ago in 2005. Recently the compliance office of the National Institutes of Health reviewed this Policy and forwarded several suggestions for Policy modifications to Vice President for Research Leo Chalupa. The Administration did not feel that these changes were very significant as they seemed to be clarifications to the current Policy, for example, specifying timelines where none were specified before. The proposed changes were submitted for the PEAF Committee's review, and the Committee agreed that there was really nothing substantive in the changes proposed. The Committee voted to support the proposed modifications and Resolution

13/2 calls for the Senate's approval of the amended (or redlined) version of the Policy distributed with the meeting agenda.

There being no discussion about the Resolution, a vote was taken, and Resolution 13/2 was adopted unanimously. (Resolution 13/2 is included with these minutes.)

### INTRODUCTION OF RESOLUTIONS

No resolutions were introduced.

### OVERVIEW OF THE UNIVERSITY'S INITIATIVES IN CHINA

Provost Lerman began by saying he thought that everyone at the meeting is probably aware that in the University's Strategic Plan there is a strong component of globalization as one of the key strategies for the University. He added that he thought this is an opportune time to bring the Senate up to date on current initiatives in China, and make it aware of how the Administration is going to be consulting on further activities there.

Of course, independent of the Strategic Plan, given China's scale and importance, the faculty and various groups within the faculty are doing all sorts of things in China, and have been doing so for many years. Provost Lerman said he would address some of the highlights about some of these as well more recent activities underway, and then talk about the possibilities looking forward.

In terms of ongoing activity, GW has a number of educational research programs engaging with China over many years. The Sigur Center [formerly called the Sigur Center for Asian Studies] in the Elliott School of International Affairs (ESIA) has an active program of scholarship and research where China is the object of study. GW also has exchange programs with a number of Chinese educational and research organizations. In addition to ESIA, these activities involve Columbian College of Arts and Sciences (CCAS), the School of Business, the School of Public Health and Health Services, the School of Engineering and Applied Science, the College of Professional Studies, and the Gelman Library. These are for the most part smaller scale activities than those in the Sigur Center.

A second area of activity embodied in the Strategic Plan is the growth in the numbers of international students from China. This growth mirrors a national trend. For GW, over the two year period from 2011 to 2013, that number has increased from 753 to 1,571. Most of these are graduate students, but there are also 267 undergraduates who are now members of the GW student body.

Recently the University opened a Confucius Institute on the Foggy Bottom Campus. There are more than 400 of these institutions worldwide, the first one in this region having been established at the University of Maryland at College Park. All Confucius Institutes are sponsored by Hanban which is an organization created by China's Ministry of Education. GW's Confucius Institute partner in this activity is China's Nanjing University. Largely derived due to work undertaken by CCAS, the focus of GW's Institute centers on Chinese

language and culture education. Unlike other Institutes in the U.S. it focuses predominately on the teaching of adults rather than on teaching K-12 and college students. GW's Institute is also one of the larger ones in terms of funding from the Chinese government. In addition, President Knapp was asked to serve (and agreed to do so) on the Board of the headquarters of the Confucius Institutes to be established in Dupont Circle to oversee the 90-plus U.S. branches in the U.S.

GW's School of Business also offers two Master's programs in which students spend the first part of their education at Renmin University's campus at Suzhou, China. Renmin's main campus is in Beijing; the Suzhou campus is one they also operate. These are cohort-based programs, one being a Master's of Accounting and the other, a Master's of Finance. The students begin their studies at Renmin, but admissions is handled entirely by GW and they are GW students. While in Suzhou, these students take some specialized courses that focus particularly on Chinese accounting standards, which are somewhat distinct from U.S. and European based accounting. Following completion of their coursework at Renmin, these students then come to Washington to finish their programs, following the same GW curriculum as other GW students, and receiving GW degrees at the end of their course of study.

Provost Lerman next described two organizations established by GW that are necessary for it to conduct Executive Education programs in China. In order to do this, there has to be a legal entity that can actually have employees in China. Following the pattern that many Universities have adopted, including Harvard, the University of Pennsylvania, Yale, Duke, and many others, GW created in China a legal entity called a "wholly owned legal foreign enterprise" which is called a "WFOE" in the vernacular. A U.S. University cannot employ people in China directly but a WFOE can. GW's WFOE employs three people in total. In addition, this WFOE is wholly owned and operated by another entity GW has created which is called George Washington Worldwide LLC. This is a U.S. based nonprofit, wholly operated by GW, that provides some degree of legal liability limitation by having GW's operation in China held in turn by a subsidiary organization. Provost Lerman said there is presently a two-person Board and he serves as Chair. This organization has no employees, and none of the officers of either organization receive any compensation beyond their normal salaries from the University. The Provost said this arrangement is parallel in some ways to his service as Chair of the Mount Vernon College Board which still exists despite the fact that the College it is now part of GW.

Many of the University's activities in China have grown up entirely organically, but perhaps because of GW's visibility there, it is being approached by other organizations and universities about possible larger and more significant initiatives. Provost Lerman said that he had appointed an Advisory Committee of faculty who have expertise in China. The group will help create and advise on the strategies that GW will use going forward. At the first meeting, Provost Lerman said he had laid out what he thought were a set of four important governing principles, i.e. what it would take for GW to think of an idea as feasible or not. The opportunities in front of GW range from small to large. Perhaps the single largest and most significant is that GW has been approached about the possibility of opening a campus in Beijing. This would be basically creating a GW-China in partnership

with another Chinese University. It would also be a substantial and significant change for GW, as it would be a definite departure from the student cohort model where groups go into an established GW program.

The first of the four principles in considering future directions is that whatever the University creates needs to be consistent with its mission, which is teaching, research, and scholarship, and it needs to be aligned with the University's overall strategic directions. Initiatives should be undertaken not because they can be done or because GW has been invited to do them. They must have some strategic value to the University before they are deemed a good thing to do.

The second principle is academic quality, that is, the quality of the program should be consistent with what GW would be willing to offer and operate in Foggy Bottom. Whatever is undertaken should meet the standards of quality that GW faculty will be comfortable with.

The third governing principle is financial. Provost Lerman said that he and the President do not believe that the University ought to undertake anything that would require a substantial investment of or create a sustained drain on GW's resources. Other universities have pursued two different models in China. Some have made substantial investments in capital facilities there. This does not appear to be in GW's interest as it does not have as many resources as other players in China. China Programs need to be self-sustaining financially and not involve a capital investment.

The fourth principle has to do with faculty buy-in. The University should not do anything unless there is a strong sense among the faculty that it is in the University's interest. People should also be willing to vote with their feet, that is, some subset of faculty need to be willing to actively engage in the work of the proposed China-based operation. Provost Lerman said he thought these principles should apply everywhere GW contemplates having a campus that is not physically in the United States, not just China.

Provost Lerman said that other Universities have run afoul of these principles to their detriment and GW should not follow their example. Right now the University has been approached about a China presence, but there is no commitment to something like this. He added that he thought it has been made very clear that the four principles just outlined are the starting point for even considering becoming actively engaged. Beyond that, there may be details where an initiative does not work for the University or for the partner. Opportunities that don't align with the four principles are probably initiatives the University should not even invest significant time in pursuing, because that takes energy and time away from other things the University ought to be working on.

The Provost acknowledged there have been a lot of rumors making the rounds about a China presence. The University is nowhere down the road on anything like that, and the four principles set a pretty high bar to undertaking something like this. It isn't self-evident that that any offer GW is likely to get would meet its criteria. Through the Advisory Committee the University will be consulting about initiatives; any such activities that meet

the four criteria would have to come back to conversation at another Faculty Senate meeting.

Having covered initiatives already underway in China and describing how the University will evaluate the prospect of establishing a GW campus in China, the Provost said he thought there are additional opportunities, for example, continuing to look at whether or not GW can be a place for certain types of Executive Education opportunities for Chinese executives. Many of these executives want to have an experience in Washington D.C. as part of such a program. The University has a strong locational advantage for this, and GW has certain areas where it has great strength in many of the areas Chinese executives want to pursue, including doing business in the U.S.

Provost Lerman next covered the process that would need to unfold if opportunities in China present themselves that meet the four criteria he outlined. A detailed planning phase would have to occur in which the University would look at the financial risks and rewards of a project as well as where the program would be physically located. Questions would have to be answered about where the land would come from. Governance questions would have to be addressed, such as how such an undertaking might best be administered in the regulatory environment existing in China. There are also questions about how faculty will be appointed to an institution that is not physically in the U.S. There are also questions about the degree of academic freedom, as well as tuition levels and financial aid in China, and how the University could be competitive. All of these things need to be weighed and considered before a yes or no decision is made.

Provost Lerman concluded his remarks by observing that China is an amazingly interesting place. It is a country of about 1.4 billion people with the second largest economy in the world, one that is still growing quite rapidly, although not as quickly as previously. It is also a place people need to understand, particularly students, who need to be prepared for a world in which China is a significant player. At the same time the University needs to be very conscious that there are probably important ways to engage that are to its benefit and there are probably options that are not. China is a very complicated place and it is also a place of great change. There are explicit and implicit rules to be learned and followed, and of course, the system of governance there is quite different than that of the U.S. China does want engagement internationally but only of particular types. The University must be careful in how to proceed, as there is a danger being way too cautious and there is a danger of being imprudent. There is a line that needs to be walked quite thoughtfully while seeking the advice of people here in the community and outside who are knowledgeable about China, ensuring that the University faculty feels like new initiatives are actually in GW's interest.

Discussion followed. Professor Castleberry expressed appreciation for the briefing and asked about the role of the Advisory Committee with respect to the way in which faculty have input into the development of new programs that reflect their spheres of interest. Provost Lerman responded that the answer was twofold. The Advisory Committee will need to identify possible opportunities; however, at the level of designing programs, the Committee may or may not have people on it who have that expertise. It would then be

necessary to go to the faculty at the University who actually teach in that area and seek their advice about what a good program should look like.

President Knapp said he thought it probably worth pointing out that GW has a number of programs offered by its faculty in many countries around the world. As an example, GW has had an active program in Emergency Medicine in East Africa for quite a long time, and it has been quite a successful program. Many of the other schools have these, and they are driven by the deans of the individual schools. He added that he thought the threshold question concerns how the University goes beyond that to the idea of actually establishing its own physical presence elsewhere, rather than working in partnership or as a client of someone else. That is a whole different matter, and it is this question that has led to the need for a higher level Committee that is outside the individual schools who handle existing programs.

Professor Garris said he had just read a very interesting article in the *New York Times* about the New York University program in China, and said he thought it highlights a number of very interesting issues. One is that in China there is a huge population with tremendous interest in western ways of doing business and study in business programs. New York University has set up a degree granting program in China, but in order to do that it had to go to three ministries in China and get approval from all of them. The approval from the third ministry did not come about for three years

New York University also had guiding principles that were interesting and one was that they would not charge lower tuition for China programs than in New York. NYU foresaw thousands of students participating in this so this was truly a tremendous revenue generator they were looking at, but business is somewhat different than other programs. For example, Yale set up a very interesting collaboration with Peking University that was supposed to have been a tremendous scholarly activity but it died largely because it did not attract much enrollment. GW's own School of Engineering under Dean Tong tried to set up a program in Beijing but the engineering and science programs in China are so good that people, particularly the best students, don't want to study engineering and science over in China. So there seems to be something very unique about business because that's what they really want; in terms of generating revenue, that's where the area is. But the hard part seems to be getting permission to give degrees over there.

Provost Lerman said that only two American universities now have degree-granting status in China: NYU and Duke. A couple of other foreign institutions also have been granted this permission, but the number of such permissions is very limited. Both Duke and NYU have built out campuses in China, so they have made enormous investments there. In some cases they have received substantial subsidies from the government to do so. Realistically, obtaining degree granting status isn't likely to be linked to the willingness to build out a campus in China and certainly, if GW does want to make that commitment it would have to be very carefully thought out. The Chinese government has signaled that there will be more such licenses, but the total number that will be available will not be large.

Given that China and globalization are such an important part of the Strategic Plan, Professor Brazinsky inquired if GW has a plan to create its own pool funds for individual faculty who are interested in developing their own programs and have their own contacts in China. Provost Lerman said that most of GW's programs there have originated organically much in that way but as of now there are no plans to establish a special investment fund for China. Because the Chinese regulatory environment is so complicated, it is probably a good idea for individual faculty who are contemplating such proposals to consult with GW's Office of General Counsel in order to be sure that such initiatives will be permissible.

Professor Price said she had had some experience in China and with study abroad programs, and noted that the tendency is to operate these programs as enclaves. Either American students interact only with each other or programs are created in China that serve only Chinese students. She inquired if one of the principles for establishing programs in China might include a more integrated approach where the goal would be for American and Chinese students to interact and to learn collaboratively. Provost Lerman said he would prefer an integrative model and pointed out that in the Strategic Plan, there is recognition that international experiences for students should have depth to them and foster deep cultural engagement. President Knapp noted that there are models for this kind of program. For example, one Johns Hopkins program involves a fifty-fifty match between Chinese and American students who study and room together. Columbian College is also looking at the possibility of offering multicontinental experiences for students where, for example, they might move as a cohort from Asia to Europe. That is another model that aims at giving a richer kind of experience than the enclave model and would involve mixtures of students from various continents in each of these programs.

## GENERAL BUSINESS

### I. ELECTION OF FACULTY MEMBERS TO FACULTY SENATE STANDING COMMITTEES

Professor Rehman moved the nominations of Beverly Westerman as Acting Chair of the Athletics and Recreation Committee, and Moses Schanfield as a member of the Committee on Appointment, Salary, and Promotion Policies. Both faculty members were elected.

Professor Rehman also advised that the Executive Committee had been notified that Professor Joseph Cordes is on medical leave for rest of the fall semester. After wishing him well, Professor Rehman nominated Professor Edward Cherian as Interim Chair of the Fiscal Planning and Budgeting Committee for the balance of the fall semester, 2013. Professor Parsons was nominated from the floor and the nomination was seconded. A vote was taken, and Professor Cherian was elected.

### II. ANNUAL REPORTS OF SENATE STANDING COMMITTEES

The 2012-13 Annual Report of the Honors & Academic Convocations Committee was distributed with the meeting agenda. No other Annual Reports were submitted.

### III. REPORT OF THE EXECUTIVE COMMITTEE

Professor Rehman presented the report, which is included with these minutes. President Knapp asked if there were comments or questions about the report.

Professor Parsons said he was seriously troubled about revisions of the *Faculty Code* by the Board of Trustees. President Knapp said that there would be further discussion of the issue that Professor Parsons was raising, and suggested in the interest of orderly discussion that these comments be deferred to Brief Statements or Questions. Professor Parsons objected, saying that questions had been invited about items in the Executive Committee Report. Discussion between Professor Parsons and the President followed, after which Professor Parsons asked about Professor Rehman's statements that revision of the *Faculty Code* was to be done within a shared governance framework. He asked if anyone had received reassurance that any *Code* changes would be approved by the Senate in the normal ways. Professor Rehman responded that the Executive Committee is still working with the Board and that she believed the PEAFC Committee had recently met and would present a statement about this later in the meeting.

### IV. PROVOST'S REMARKS

Provost Lerman reported that the process had begun for authorizing a Dean search in two of the schools. The GWLS has now elected a search committee and the Provost said he had met with the leaders of the group that morning. The hope and expectation is that the search will be completed by the end of this academic year. The School of Business has also begun a search. Professor Rehman advised that a search committee had been elected by the School that morning.

The Provost also commented about another successful Teaching Day. There were two outstanding speakers at this year's event who came in to address participants. Provost Lerman also said he had met with all of the department chairs in a lunch meeting to talk about how the University values teaching, and also about tenure and promotion cases, i.e. encouraging the chairs to find many different ways to understand and document teaching effectiveness for promotion and tenure cases in their respective departments. He added that his sense was that the Chairs welcomed the opportunity to be able to use different types of evidence about teaching contributions and bring to bear on things like peer reviews, including external reviews as well as traditional student evaluations in trying to assess the effectiveness of a faculty member's teaching.

The Provost also mentioned a conference he had just attended where he was part of a panel discussing the issuance of a memorandum last February by the Office of Science and Technology Policy (OSTP) telling every Federal agency that has research of over \$100 million a year that it needs to put in place requirements and processes so that the datasets that are created in that research are preserved and documented. Some researchers at the University already may do that for some of the agencies that already have such requirements. What is new is that those regulations are going to be universal. Fortunately

or unfortunately, each agency gets to decide how to implement the OSTP memorandum in the way it sees fit. This is essentially a mandate from the White House -- it has no funding attached to it for the agencies, and so it's unlikely the agencies will then pass on funding to universities and other organizations that must meet these requirements.

Work is underway to figure out how the University will comply once these regulations come down the road. University Librarian Geneva Henry, has been very involved in the community that is trying to determine what all this will translate into. The OSTP memorandum leaves a lot of room for interpretation, for example, it allows for the possibility that organizations might make judgments about the relative value of preserving data as compared to its administrative costs. At present there is no clue how such judgments should be made and there is virtually no guidance today about how to do that. There is also a statement in the memorandum along the lines that documenters of those datasets, be they universities or federal agencies themselves, have to provide ADA-compliant access to them. It will be necessary to provide metadata and all of this will eventually fall on the principal investigators of research grants at the University. Some of these PI's have little experience in data preservation.

Consequently, the University is looking at where it has the authority and responsibility to help faculty comply with these requirements and what services need to be provided for the faculty so that they can stay in compliance. It is quite likely that agencies may be rejecting grant applications if the correct information is not supplied. At a minimum, some agencies are already using data preservation plans as one of the criteria they are scoring grant applications on, so the University needs to help faculty write these sections and also put into place real infrastructure that will help with data preservation efforts. There are also requirements for long-term storage without specifying how long this would be. Provost Lerman said he thought most of the people in this field are saying just think forever, and that's probably a good approximation to long term. But he noted wryly that forever is a really long time. And no one fully understands the costs, particularly for those research projects that are generating extremely large datasets. If one thinks of proteomics and genomics work, and computational biology, these are fields that are doing large scale DNA sequencing of many, many samples. The datasets can become enormous. There is also another whole dimension, which is that some datasets need to be redacted because the information in them needs to be held confidentially either because it reveals medical data that could be traced to a single individual or it is proprietary data that some company owns that someone may have licensed for their research, and therefore it can't be posted. All these things are anticipated in the guidelines, but translating the guidelines into regulations is going to be a real challenge. Provost Lerman said his guess would be the Office of the Vice President for Research and the University Librarian will be actively involved in how this all plays out. But it is going to be yet another set of requirements that faculty researchers who generate datasets will have to deal with going forward. The Provost concluded by saying he would keep the faculty apprised as this continues to unfold.

Discussion followed. Professor Yezer commented that this might ultimately be useful because when datasets are posted to a website, people find the data convenient to access and will then reference it, which is a plus. The Provost said this was pointed out at

the conference. It might even be possible to start measuring hits against datasets as a measure of the importance of those datasets to the disciplines and one can imagine those being among the metrics used to measure the importance and the relevance of research activities around the country.

A question was posed about the time frame for developing these procedures. Provost Lerman noted that, with the federal government shutdown, it was likely that literally no work was presently getting done on this. He added that aspirationally, he thought that the White House wanted this done really quickly, but it would probably take much longer for people to put this in place. The Association of Research Libraries (ARL) has actively been working through its various groups to interact with the federal agencies to help make sure that the agencies think through all the practical aspects of this. In all probability, some agencies will do it sooner and some will do it later but it is going to take a while.

#### V. CHAIR'S REMARKS

President Knapp said he had been asked by a number of people about the impact of the government shutdown on the University and the possibility of a government failure to raise the debt ceiling. He then read the following overview to the Senate:

- While we have seen some disruptions to research, the majority of grants remain unaffected. Student financial aid is also largely unaffected at this point. However, veterans may not receive benefits in a prolonged shutdown.
- We have contacted all schools to learn the impact of the shutdown on their operations. Of the five schools (School of Medicine and Health Sciences (SMHS), GW Law School, Elliott School of International Affairs (Elliott), School of Public Health and Health Services (SPHHS), and School of Nursing) that responded to the inquiry, only School of Nursing reported no immediate effects.
- The situation is fluid. New problems continue to arise and issues are likely to grow each day.
- A failure to increase the debt ceiling would create more issues, such as the possibility of delayed Medicare and student-aid payments.

#### Students

- Student financial aid for the fall semester has not been disrupted.
- For October, tuition assistance benefits for veterans and military service members were paid normally.
- The International Services Office stated that student travel and visa and passport issuances have not been disrupted.

- The Center for Civic Engagement and Public Service estimates approximately 50 students have federal work study appointments at federal agencies and cannot work during the shutdown. All other work study students should still receive their aid as usual.
- The Law School, SMHS and SPHHS have reported significant challenges for students with credit-bearing internships at federal agencies. The schools are seeking solutions that will allow students to make additional progress toward their credit requirements after the shutdown ends.
- SMHS reported that an assignment in Health Sciences course HSCI 2110 was supposed to use online government nutrition tracker but it was unavailable.
- Approximately the 1,000 students receiving benefits from the Department of Veterans Affairs (VA) can not access technical assistance. Of 1,000 students, 25 are disabled veterans that can not receive access to their vocational rehabilitation counselors. The VA stated it might not be able to pay benefits, which includes housing stipends, if the shutdown continues. We are working on contingency plans for those students.
- The Department of Defense has suspended issuance of new tuition assistance awards to active-duty students. If the shutdown extends to a time when new classes start, active-duty military students will not receive aid for classes that start during the shutdown period.

#### Faculty

- The Office of the Vice President for Research (OVPR) provided email guidance to research faculty this week about the status of research administration policies and systems at major grant-funding agencies.
- The majority of faculty members are still able to work on their grants and draw from funds that have already been awarded.
- Approximately one dozen faculty members were funded either partially or completely by federal agencies under the Intergovernmental Personnel Act (IPA). The majority of active IPA faculty is within the SPHHS. The schools are still determining whether to absorb salary costs or furlough each individual faculty member.
- The Health Resources and Services Administration issued a stop-work order on health policy Professor Marsha Regenstein's \$2.3 million grant to study the effectiveness of community-based teaching hospitals.

- The Medical Laboratory Sciences Medical Laboratory Technician Training program contract, which was to be renewed on September 30, 2013, is experiencing delays. The value of the contract renewal is \$530,000.
- Faculty members are unable to apply for no-cost extensions on grants during the shutdown. The National Institutes of Health (NIH) advised principal investigators to work with their program officers when the government reopens. We have been advised by the NIH that grant funding will "probably" be extended.
- The NIH and the National Science Foundation have advised institutions not to submit grant proposals during the shutdown.
- Many conferences that faculty members were scheduled to attend have been canceled due to the shutdown.

#### Programs

- GW Hospital and GW Medical Faculty Associates are not receiving Medicaid reimbursements during the shutdown. They continue to submit claims, which will be paid by D.C. Department of Health Care Finance when the shutdown ends.
- Thompson Boat Center is a National Park Service facility and is therefore closed during the shutdown. The men's and women's rowing teams are sharing time at a space generously offered by Gonzaga College High School at the Anacostia Community Boathouse.

#### City Services

- The city will run out of funds in seven to 10 days. This will create additional problems surrounding trash pickup, parking, permitting and government contracts.
- We will provide a more detailed summary of city-related issues next week if we approach this deadline.

#### Employees and Their Families

- Faculty and staff facing hardships are advised to call GW's Wellbeing Hotline (855-705-2471) to learn about university support services.

President Knapp characterized this as a worrisome situation that could become somewhat worse or even dramatically worse. About the only things to be done at this point are to try and stay on top of it and do what can be done to keep the community and the campus whole through this rather trying process.

**BRIEF STATEMENTS (AND QUESTIONS)**

On behalf of the Committee on Professional Ethics and Academic Freedom, Professor Charles A. Garris, Jr., Chair, said he thought that everyone would recall that, at the last Faculty Senate meeting on September 13, Chair of the Board Nelson Carbonell made a presentation in which he said he would be assembling a task force to review the *Faculty Code*. He added that Professor Rehman in her presentation at this meeting had basically reiterated the timetable Chairman Carbonell had outlined [which contemplated revision of the *Code* and approval of a revised *Code* at the Board meeting in May 2014].

Professor Garris noted that in his presentation before the Faculty Senate as well as his presentation before the Faculty Assembly, Chair Carbonell said nothing about participation of the Faculty Senate in this process. He did not say the Senate would not participate, but he didn't mention explicitly anything about participation of the Faculty Senate even though it is the elected body that represents the faculty and has always been involved in issues related to the *Faculty Code*.

As this was an issue of great concern, it was discussed at the October 9<sup>th</sup> meeting of the PEAFF Committee and the Committee put together and agreed unanimously upon a statement to be read the October 11<sup>th</sup> Senate meeting. Professor Garris then proceeded to read the statement and requested and received unanimous consent to have it included with the meeting minutes. (The statement is included with these minutes.)

President Knapp said he thought the reference in the statement to the "Carbonell Task Force" might be slightly misleading since the Board Resolution called for the creation of a Committee rather than a task force. This was a unanimous decision of the Board and did not call for the Chair to act in isolation from the Board. He suggested it might be helpful in future documents to refer to the group as a Board Committee. He added that he did not think the Committee, which would have faculty as well as trustee members, was yet constituted, but that he hoped there would be an opportunity before the November 8 Senate meeting for the Board Committee and the PEAFF Committee to have a discussion which might be clarifying in terms of addressing some of the concerns outlined in the statement. Professor Garris thanked the President for this clarification, and said he was sure that the PEAFF Committee would welcome such interaction.

Professor Parsons said he found it very troubling that the Board apparently passed a Resolution last May that the Senate learned nothing about until Chair Carbonell mentioned it at the September Senate meeting and at the Faculty Assembly. He added that as far as he could tell nobody has seen the Resolution, and that he did not quite understand the mystery about it. President Knapp responded that he thought the Board Chair was in touch with the Executive Committee Chair about this several months ago. Professor Rehman said that the Executive Committee has not as yet been provided with the Resolution. The President asked if Chair Carbonell had not communicated with her about the establishment of this Board Committee shortly after the May Board meeting, and Professor Rehman said he had communicated his intention to create such a group.

Professor Parsons asked if this meant that Board actions are private and need not be revealed to the GW community. The President called upon Vice President and Secretary of the University Aristide Collins, who said he thought that a copy of the Resolution could be made available to the Senate and that he would consult with the General Counsel's Office to ensure that was the case. He added that he did not think Chair Carbonell anticipated the Resolution would be a private document, and that he had planned to make a copy of the Resolution available to those individuals who were participating on the Board Committee. [Editor's note: Shortly after the meeting the Board Resolution was provided to the Senate Office, which distributed it to Senate members. The Resolution is included with these minutes.]

Professor Yezer asked Professor Garris if the Faculty Assembly has any role in approving changes to the *Faculty Code*, and Professor Garris said that the normal process is that the Senate approves changes to the *Code* by Resolution and that Resolution is forwarded through the Administration to the Board for its approval. Professor Parsons agreed with Professor Garris, saying that he had been recently educated on such matters by the Senate Coordinator. There are two documents, the *Code* and the *Faculty Organization Plan*, and it is only amendments to the latter that must be approved by the Faculty Assembly after adoption by the Faculty Senate.

#### ADJOURNMENT

There being no further business before the Senate, the meeting was adjourned at 3:28 p.m.

*Elizabeth A. Amundson*

Elizabeth A. Amundson  
Secretary

## **MEMORIAL TRIBUTE TO FREDERICK C. KURTZ, PROFESSOR EMERITUS OF ACCOUNTANCY**

Professor Emeritus Frederick Charles Kurtz died in August. He was an influential member of his department, his school, his university and his profession.

As he was a part of the "greatest generation," I feel it is appropriate to recognize his service to country before coming to his academic achievements.

He served in Europe in the US Army during World War II. He fought in one of the most famous battles of the war, the Battle of the Bulge. He was part of the heroic relief of the surrounded American forces that was achieved by General George C. Patton and his Third Army. He served in the US Army Reserve until 1962.

Now I come to his academic career at The George Washington University.

Professor Kurtz received his BS in Commerce from the University of Virginia in 1948. A year later, 1949, he earned his MBA degree from the University of Pennsylvania. He joined the faculty of the School of Government (as it was then known) at The George Washington University in 1949, and served on the faculty for 43 years, until 1992 when he retired.

He served on the Faculty Senate almost continuously for ten years, from 1969 until 1979. He was active on Senate committees. He was a member of the Executive Committee for five years.

In his school, he was especially active in the Curriculum Committee, reflecting his dedication to the school's students.

Although I never met Fred Kurtz, those who remember him unfailingly refer to him a dedicated teacher. When our departed colleague Professor Sal Divita offered a Senate tribute on the occasion of Fred's retirement, he quoted Fred: "Nothing is more important than my students." Those were words he lived by. That his caring was genuine was evident by his being voted one of the top ten "favorite" professors in the university in 1988.

His faculty colleagues remember him as a mentor who was helpful in developing their careers.

He served his profession as well as his students by authoring two accounting textbooks.

Professor Kurtz is exactly the person who has built the university into the remarkable institution that it is. It is fitting that the Senate take this short moment to reflect that we are "standing on the shoulders of giants."

**Tribute to Frederick C. Kurtz read into the record of the Faculty Senate meeting by  
Frederick Lindahl, 11 October 2013**

**A RESOLUTION TO AMEND THE POLICY ON CONFLICTS OF INTEREST  
AND COMMITMENT FOR FACULTY AND INVESTIGATORS (13/2)**

**WHEREAS,** The current Policy on Conflicts of Interest and Commitment for Faculty and Investigators was approved by the Faculty Senate of The George Washington University on January 21, 2005, and by The George Washington University Board of Trustees February 11, 2005; and,

**WHEREAS,** Upon review by the Division of Grants Compliance and Oversight, Office of Policy for Extramural Research Administration, Office of Extramural Research, National Institutes of Health, officials made recommendations for amending the GW Policy in order to insure compliance with NIH's revised 2011 conflict of interest regulations; and,

**WHEREAS,** The proposed amendments appear to be minor clarifications of existing policy and do not change the substance of our approved policy; and,

**WHEREAS,** The GW Administration has requested that we expedite approval of these amendments to avoid further audit by NIH;

**NOW, THEREFORE, BE IT RESOLVED BY THE FACULTY SENATE OF THE  
GEORGE WASHINGTON UNIVERSITY**

That the amendments shown in redline in the attached "POLICY ON CONFLICTS OF INTEREST AND COMMITMENT FOR FACULTY AND INVESTIGATORS" be accepted as GW Policy.

Faculty Senate Committee on Professional Ethics and Academic Freedom  
September 30, 2013

Adopted, October 11, 2013

**Faculty Senate Committee on Professional Ethics and Academic Freedom**

**STATEMENT ON REVISION OF THE FACULTY CODE**

**To be presented at the Faculty Senate meeting of October 11, 2013**

The faculty of The George Washington University has a synergistic and long-standing tradition of sharing with the officers of the administration the responsibility for effective operation of the departments, schools, and the University as a whole. This proven model of shared governance between faculty and administration has been developed incrementally and improved upon since its origins in the 1930s and is embodied in the Faculty Code. The administrative history of the Faculty Code, both in practice at GWU and in the US courts, shows that it is a contract between "The Faculty" and "The George Washington University" which requires the approval of both parties for any emendations.

Pursuant to the established process of emendation, the Faculty Senate, as the elected representative body of "The Faculty", has always considered changes to the Faculty Code which are proposed by members of the University community. The Professional Ethics and Academic Freedom (PEAF) committee has been designated by the Faculty Senate to review possible changes to the Faculty Code, and to make recommendations to the Faculty Senate for its consideration. The Faculty Senate then votes to accept or reject the recommended changes. If approved, the change is forwarded, through the administration, to the Board of Trustees for its approval. There is no precedent in which the Faculty Code has been modified without this sequential approval and recommendation from the Faculty to the Board of Trustees.

The Faculty Senate and the PEAF committee recognize that the Faculty Code must be responsive to the changing times, and thus have a long history of supporting improvements to the Faculty Code. However, given the enormous diligence, history, and collective wisdom embodied in each element of the Faculty Code, there is no precedent for an overall revision at one time.

It is therefore appropriate and expected that any emendations of the Faculty Code recommended by the Carbonell Task Force will follow our established historical process and be presented to the PEAF committee as

designated by the Faculty Senate for its analysis and evaluation, and subsequent recommendations to the Faculty Senate. The Faculty Senate may accept or reject those changes. Those accepted will be forwarded to the Board of Trustees for its consideration.

A resolution to the above effect will be presented at the November 8 Faculty Senate meeting.

**Committee on Professional Ethics and Academic Freedom**

\*Chair: Garris, Charles A., Jr., Engineering  
Ben-Tzvi, Pinhas, Mechanical & Aerospace Engineering  
Biles, Brian , Health Policy  
Butler, Joan, Clinical Research and Leadership  
Cawley, James, Prevention & Community Health  
\*Castleberry, Michael, Special Education and Disability Studies  
Darr, Kurt J., Health Services Management & Leadership  
Frey, Jennifer Rebecca, GSEHD - Special Education  
Irwig, Michael, Medicine  
Kyriakopoulos, Nicholas, Engineering  
Loew, Murray, Engineering  
Malliarakis, Kate Driscoll, Nursing  
\*Marotta-Walters, Sylvia, Executive Committee Liaison  
McDonnell, Karen, Prevention & Community Health  
Robinson, Lilien F., Art History  
Roth, Katalin, Medicine  
Teitlebaum, Joel, Health Policy  
Watkins, Ryan, Educational Leadership  
Wilmarth, Arthur E., Jr., Law  
Windsor, Richard, Prevention and Community Health

**Ex-Officio (Non-voting):**

Vinson, Ben , Dean, Columbian College of Arts and Sciences  
Bezanson, Deborah, Associate University Librarian, Gelman Library  
Maggs, Gregory, GW Interim Dean, GW Law School  
Martin, C. Dianne, Vice Provost for Faculty Affairs  
Weitzner, Richard, Associate General Counsel

## RESOLUTION

### TO PROVIDE FOR A PROCESS TO REVIEW FACULTY GOVERNANCE, AS REFLECTED IN THE FACULTY CODE AND RELATED GOVERNING DOCUMENTS

Whereas, the Board of Trustees of the George Washington University regularly reviews its own governing documents and practices to ensure it engages in best governance practices, and has recently undertaken a review of the University Bylaws;

Whereas, the Board of Trustees has now approved *Vision 2021: A Strategic Plan for the Third Century of the George Washington University*, replacing the Strategic Plan adopted in 2002;

Whereas, the Bylaws of the George Washington University charge the Board of Trustees with approving the Faculty Code;

Whereas, the last recodification of the Faculty Code was adopted by the Board of Trustees more than ten years ago, on February 28, 2003, following the 2002 Strategic Plan;

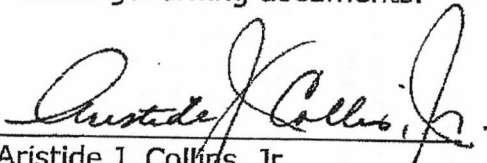
Whereas, no comprehensive review of the Faculty Code preceded its last recodification or has occurred subsequently;

Whereas, the Board of Trustees believes a review of the Faculty Code and related faculty governance documents would be beneficial to the university; and

Whereas, the Board of Trustees recognizes the value of shared governance and of a strong and constructive relationship between the Faculty and the Administration; now therefore be it

*Resolved*, That the Board of Trustees of the George Washington University charges the next Chair of the Board with forming a committee, to include Trustees, Faculty, and Administrators, to engage with the Faculty and the Administration in a review of faculty governance over the 2013-2014 academic year; and

*Resolved*, That, the Board of Trustees shall thereafter consider any appropriate revisions to the Faculty Code and related governing documents.

  
Aristide J. Collins, Jr.  
Vice President and Secretary of the University

5/17/13  
Date

Report of the Chair of the Executive Committee of the Faculty Senate  
to the Academic Affairs Committee of the Board of Trustees  
Scheherazade S. Rehman, Chair  
October 7, 2013

May Meeting of the Faculty Senate

Executive Vice President and Treasurer Louis Katz presented an Update on the University Budget, which included the provision of information about the issue of health care costs, budget planning, and capital projects underway, such as South Hall, the Science and Engineering Hall, the new building for the School of Public Health and Health Services, the first phase of the Law Learning Center, and the GW Museum and the associated conservation facility at the Virginia Science and Technology campus. Included in the Update were information about the University's credit ratings and the University's rating agency reports, the amount of debt that GW is incurring and returns from the University's real estate and the effect on the endowment payout. He also commented briefly on costs incurred in facility operating expenses and administrative salary costs.

Resolution 13/1, "A Resolution to Recommend Adoption of the Sexual Harassment and Sexual Violence Policies"

Following a very thorough review by the Senate Committee on Professional Ethics and Academic Freedom, a revised Policy was considered and the Resolution to endorse this was approved at the May meeting. While technically part of the 2013-14 session, this Resolution went through the appropriate channels to receive Board approval at its May 2013 meeting so that the deadline for final approval could be met.

Annual Reports of Senate Committees

Annual reports received thus far for the 2012-13 session were received from the following Committee: Physical Facilities, Appointment, Salary and Promotion Policies, and the Committee on Professional Ethics and Academic Freedom. We begin the 2013-2014 Faculty Senate Session with today's meeting of the Senate. This is a unique time in the history of the Faculty Senate in that the Senate membership has increased by 40% with eleven new members coming on board.

The University has just concluded its ten-year strategic plan, which the Board of Trustees is expected to approve next week. There are parts of this plan that are pertinent to Faculty Senate involvement and decision-making. The Senate will have to navigate faculty involvement in this decision-making process through various committees on deciding how, when and if to implement parts of the university strategic plan.

Actions of the Executive Committee

Over the summer, the Executive Committee was asked by the Office of Diversity and Inclusion to review a list of names to form a pool of prospective hearing panel members considering cases of Sexual Harassment Sexual Violence. The names of faculty members on the list was approved and several suggestions were made for additional members, with all members on the final list to be asked if they would be willing to serve on such panels.

A draft of a new edition of the Faculty Handbook is now complete and will be referred, as usual, for review and recommendations from the Senate Committee on Appointment, Salary, and Promotion and Policies, and the PEAFF Committee.

September Meeting of the Faculty Senate

At its meeting on September 13, 2013, the Senate was addressed by Chair of the Board of Trustees Nelson A. Carbonell, Jr. As he had done at the Executive Committee meeting of August 23<sup>rd</sup>, Chair Carbonell outlined a process for revision of the *Faculty Code* involving the formation of a Task Force of Trustees and faculty members. The group will be tasked with reviewing the *Code* and making recommendations for any needed changes this academic year with the goal of approval of a revised *Code* at the May 2014 meeting of the Board of Trustees. Chair Carbonell is also addressed the Faculty Assembly on this topic (as well as others) on October 1.

Vice Provost for Faculty Affairs Dianne Martin briefed the Senate on minor changes required by the National Institutes of Health to the University's Policy on Conflict of Interest and Commitment. The Committee on Professional Ethics and Academic will be reviewing these proposed minor changes and is expected to provide its recommendations to the Senate for consideration at the October 11 Senate meeting. Further, a Committee to review the policy as a whole is being formed to review the Policy in its entirety in order to make any changes deemed necessary, streamline it, and present the information in a more understandable, for example, separating procedural forms from the Policy itself. The new Policy will be routed through the PEAFF Committee for its review and recommendations to the Senate when this process is complete.

Vice Provost Martin also reported on the status of the Lyterati Project, i.e. a new electronic system for submitting faculty annual reports and gathering promotion and tenure dossier information. Over 99% of faculty have inputted data into the annual report system during the last year. Difficulties with the interface were encountered and work continues to make it more user friendly. A Faculty Information System Advisory Committee is being formed to monitor and make recommendations about this project, and to advise in particular on the stewardship and disclosure of information entered into this new system.

Vice President for Human Resources Sabrina Ellis gave a benefits update and reported on the upcoming Open Enrollment for University employees. That office has worked with the Senate Committee on Appointment, Salary, and Promotion Policies (including Fringe Benefits) as well as the administrative Benefits Advisory Committee during the process of review features of the benefits plan for 2014. In addition, Vice President Ellis reported that the University's smoke-free campus initiative was rolled out in what she termed a "soft launch" on August 1, 2013. The University will be seeking feedback on this new policy at least through October 1.

Also at the September meeting, President Knapp indicated that the Administration will be discussing with the Senate Executive Committee the idea of providing an overview of the various University programs related to China at the October Senate meeting.

Respectfully submitted,

Scheherazade S. Rehman, Chair  
Faculty Senate Executive Committee

## REPORT OF THE EXECUTIVE COMMITTEE

Scheherazade S. Rehman, Chair

October 11, 2013

### ACTIONS OF THE EXECUTIVE COMMITTEE

As reported last month, the Executive Committee was asked to find a faculty member to work with Admiral Mel Williams on the GW Valor Initiative. Professor Robert Harrington, Chair of the Senate's Educational Policy Committee, has agreed to work with this group, and we thank him for his willingness to volunteer.

### FACULTY PERSONNEL MATTERS

*Grievances:* Three grievances, two from the Columbian College of Arts and Sciences and another from the School of Business are presently in process.

*Nonconcurrences:* The Executive Committee has scheduled its final nonconcurrence, from the School of Engineering and Applied Science, for consideration in mid-October.

### OTHER MATTERS

The Executive Committee will be inviting Vice President for Development and Alumni Relations Mike Morsberger, and Dean of the School of Medicine and Health Sciences Jeffrey Akman, to present updates on their respective areas of responsibility at the November and December Senate meetings, respectively.

We heard from our Board of Trustees Chair Nelson Carbonell at the last Senate meeting and at the Faculty Assembly on October 1 about the Board's interest in and intent to review university governance documents, particularly the *Faculty Code*, to align it with the goals set forth in Vision 2021: A Strategic Plan for the Third Century of the George Washington University. The Faculty Governance task force will also look to align the *Code* with best practices and to ascertain if there are provisions that are in need of revision or updating. The projected timeline is for this review to be accomplished beginning with the work of a task force established by the Board which will include Board, faculty, Administration members. That task force is to gather information from the faculty beginning in October. In December or early January of 2014, the group is expected to forward its recommendations to the Board, which will then engage in a process of looking at the revisions that make sense, obtaining feedback on these, and ultimately producing a revised *Code* for Board approval in May, 2014. The Senate will work with Chair Carbonell and the Board of Trustees on these university governance issues through our customary systems and mechanisms of shared governance.

In addition, we were very glad to hear at the last meeting from Provost Lerman about Vision 2021 - the university strategic plan. This plan has been approved by the Board of Trustees

unanimously. The Senate and its committees stand ready to begin discussions concerning the implementation of the Plan during the current academic year and the Executive Committee looks forward to receiving the detailed outline from the Provost of work to be accomplished in the four areas he highlighted: academics, budgetary refinements, interdisciplinary research, and globalization.

The customary report on Senate activities at the last two meetings has been furnished to the Academic Affairs Committee of the Board of Trustees in time for their October 17<sup>th</sup> meeting. That report will be distributed in the November Senate meeting.

At the Oct 1 Faculty Assembly, I gave a report on behalf of the Senate where I emphasized to the faculty -- including the new faculty -- that the Faculty Senate is the faculty's primary vehicle of participation and expression within the University's structure of shared governance. In addition, the Faculty Senate is dedicated to protecting the rights and privileges of individual faculty members in accordance with the provisions of the Faculty Code and the Faculty Organization Plan. The Senate has achieved a long and remarkable record of success through the work of generations of faculty colleagues throughout the University.

The next meeting of the Executive Committee is scheduled for October 25, 2013. Resolutions, reports, and any other items of business for the November 8 Senate agenda should be submitted to the Senate Office before that date.

THE GEORGE WASHINGTON UNIVERSITY  
Washington, D.C.

The Faculty Senate

October 3, 2013

The Faculty Senate will meet on Friday, October 11, 2013, at 2:10 p.m. in the State Room, 1957 E Street, N.W., 7<sup>th</sup> Floor

AGENDA

1. Call to order
2. IN MEMORIAM  
  
Frederick C. Kurtz, Professor Emeritus of Accountancy
3. Approval of the minutes of the meeting held on September 13, 2013  
(minutes to be distributed)
4. A RESOLUTION TO AMEND THE POLICY ON CONFLICTS OF INTEREST  
AND COMMITMENT FOR FACULTY AND INVESTIGATORS (13/2)  
Professor Charles A. Garris, Jr., Chair, Committee on Professional Ethics  
and Academic Freedom (the Resolution and its attachment are included  
with this agenda)
5. Introduction of Resolutions
6. Overview of the University's initiatives in China: Provost Lerman
7. GENERAL BUSINESS
  - a) Election of faculty members to Faculty Senate Standing Committees:  
Athletics and Recreation: Beverly Westerman, Acting Chair
  - b) Annual Reports of Senate Standing Committees  
(The 2012-13 Annual Report of the Honors & Academic Convocations  
Committee is attached.)
  - c) Report of the Executive Committee:  
Professor Scheherazade Rehman, Chair
  - d) Provost's Remarks
  - e) Chair's Remarks
8. Brief Statements (and Questions)
9. Adjournment

*Elizabeth A. Amundson*  
Elizabeth A. Amundson  
Secretary

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GEORGE WASHINGTON UNIVERSITY**

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Faculty Senate Committee on Professional Ethics and Academic Freedom  
September 30, 2013

**AY 2012-13 REPORT FOR  
Faculty Senate Committee on Honors and Academic Convocations**

Our main agenda item was the vote on the nominees for honorary degrees at Commencement in May 2013.

There are 5 voting members on this committee as per faculty senate records: Professors Castleberry, Ingraham, Ismail, Khamooshi, and Rehman. The Committee reviews the nominations and recommends whether the nominee **MEETS THE CRITERIA** for an honorary degree at GW. This is **NOT A VOTE** on whether they should get the honorary degree or not, but rather if they meet the criteria (i.e. are they eligible).

A total of 8 nominees were forwarded to the Committee by Dianne Martin (Vice Provost for Faculty Affairs). The committee forwarded a list of nominees that met the criteria back to Dianne Martin for transmission to the Committee on Academic Affairs of the Board of Trustees. Ultimately, the University Board of Trustees selected:

- 1) 23rd Commandant of the United States Coast Guard, admiral Thad Allen,
- 2) International education leader Harriet Mayor Fulbright,
- 3) Distinguished actor and activist Kerry Washington (Commencement Speaker).

**SELECTION CRITERIA:**

1) What is the nature of the nominee's professional achievements? Is the nominee at the summit of his/her career? In general, "summit" has nothing to do with the age of the candidate (a scientist is generally at the summit of her career when she's in her 60's or 70's while a professional athlete is generally at the summit of his career when he's in his 20's or 30's) but with the general level of achievement.

2) Has the nominee made a contribution to the public good outside of his/her profession? This is a very broad category. Generally, the nominee must have done some sort of public service (Darrell Green, a former member of the Washington Redskins, started an organization to help underprivileged children improve their reading skills) but any sort of contribution will do (William H. Rehnquist, the late Chief Justice of the Supreme Court, was an amateur historian who wrote several books on the Court's history).

3) Does the nominee have a connection to GW? This is also a broad category. Any connection--from being an alumnus to giving one lecture several years ago--will do.

To be sent forward from the Senate Committee, a nominee must score highly in two of the above three categories. What this really means is that we take it for granted that everyone will score highly on professional achievement (#1) and we'd like them to score highly on public service (#2); depending on the make-up of the Senate Committee, a good GW connection (#3) often doesn't count for much if evidence of public service (#2) is lacking.

The only people who can't receive an honorary degree are current faculty, administrators, and trustees. Once these people become former faculty, administrators, and trustees, they become eligible (if nominated).

All votes are confidential. There is no restriction on the number of nominees that can be deemed to have successfully met the criteria.

Scheherazade Rehman, Committee Chair